

**MANAGING THE IMPACT OF CORRUPTION ON QUALITY SERVICE
DELIVERY IN THE NIGERIAN PUBLIC SECTOR ORGANIZATIONS**

BY

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**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF MASTER OF BUSINESS
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**DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION.
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FEBUARY, 2012

CERTIFICATION

This is to certify that this research project titled Managing the Impact of Corruption on Quality Service delivery in the Nigerian Public Sector Organizations is original and has not been submitted in part or full for any other Diploma or Degree of this University or any other similar Institution.

.....
UKHURE ONYEKACHUKWU
PG/MBA/2008/DL/1664

.....
DATE

APPROVAL

This project titled managing the impact of corruption on quality service delivery in the Nigeria public sector organizations was written by Ukhure Onyekachukwu with Reg. No. PG/MBA/2008/DL/1664 has been certified and approved as meeting the standard required in partial fulfillment of the award of Master of Business Administration Degree (MBA) in Management of University of Nigeria.

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PROF. UJF EWURUM
PROJECT SUPERVISOR

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DATE

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DR. O. C. UGBAM
HEAD OF DEPARTMENT

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DATE

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EXTERNAL EXAMINER

.....
DATE

DEDICATION

This work is dedicated to God the creator of all things who inspired me to start this Master in Business Administration, and guided me throughout, without ill health.

Lord Jesus I give you all glory

ACKNOWLEDGEMENTS

My Profound gratitude to God Almighty the creator of heaven and earth and to Jesus Christ our Lord the greatest teacher and leader of all times for granting me the singular opportunity of passing through the rugged and though educational system of Nigeria. I humbly acknowledge the tolerant and meticulous editing of this project work by my supervisor, professor UJF Ewurum. He not only started me off with comprehensive survey of what needed to be done, but has also assisted through-out in every detail of its execution, fertile in suggestion and vigilant in the detection of errors.

May I salute, my entire Lecturers in the department of Business Administration, University of Nigeria Nsukka from who I have acquire an avalanche of knowledge, their teachings will remain evergreen in my memory. Finally my gratitude goes to my wife (Mrs. Bridget Omosiho Ukhure) and children (Blessing, David and Emmanuel) for their sacrifice during the period the programme lasted.

ABSTRACT

This project focused on 'managing the impact of corruption on quality service delivery in the Nigerian public sector organizations'. During the course of the research work some objectives were heave to; identify the course of corruption in public sector organizations, identify the types of corruption prevalent in public sector organizations, determine the role of independent corrupt practice commission (ICPC) on corruption etc. Related literatures were reviewed to give the researcher an insight to the work of others in the areas of study. The study used both primary and secondary sources of data collection. Statistical tools as frequency distribution, tables, percentages, and chi-square (X^2) were used in the analysis of data and test of hypotheses. The research among others made the following findings through the hypotheses that; Poor reward system and poor leadership were the causes of corruption in public sector organizations ($X^2_c = 119.14 > X^2_t = 9.488, \alpha = .05$). Embezzlement, bribery and favoritism were prevalent types of corruption in public sector organizations. ($X^2_c = 230.27 > X^2_t = 9.488 \alpha = .05$). Independent Corrupt Practice Commission (ICPC) prevented gratification and abuse of office in public sector organizations in Nigeria ($X^2_c = 36.92 > X^2_t = 9.488 \alpha = .05$). Corruption has significant negative impact on productivity and service delivery in public sector organizations ($X^2_c = 130.71 > X^2_t = 9.488 \alpha = .05$). In conclusion, it is discovered that poor reward system and poor leadership are the causes of corruption in the public sector organizations. Embezzlement, bribery and favoritism are prevalent types of corruption in the public sector organizations and the Independent Corrupt Practice Commission (ICPC) prevents gratification and abuse of office in public sector organizations in Nigeria. Corruption has significant negative impact on productivity and service delivery in public sector organizations. The research made the following recommendations based on statement of the problem that; the poor reward system and poor leadership which has been the causes of corruption in sector organization should be adequately scrutinized through public frameworks that could restructure incentive scheme and leadership qualities for corrupt free public sector organizations. Embezzlement, bribery and favoritism that have been prevalent types of corruption in public sector Organizations should be reversed through relevant laws and punishment for public officers found guilty on such offences in public sectors organization. Independent corrupt practice commission (ICPC) as government agency charged with prevention of gratification and abuse of office in public sector organizations in Nigeria should be regularly given desired training and development that will make them competent as well as compete with global best practice/standards.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The history of corruption is as old as the world, because ancient civilizations have traces of widespread “illegality and corruption” (Dike, 2005). Various writers unite on the view that corruption, as a malaise, is not the exclusive preserve of any nation, race or section of the world but transcends national boundaries and frontiers and symbolized phenomenal universal unwholesomeness politically, economically, religiously and culturally (Okunola, 1991; Oyeboode, 1999). This does not, however, mean that the incidence and magnitude of corrupt activities are the same in every society. Some countries are obviously more corrupt; yet others have better plans in managing corrupt activities. From all indications Nigeria is not one of those that can effectively handle corruption, despite its unending corruption commissions and all the noise made by every administration on the efforts to transform the nation into a corruption free society.

In Nigeria today, there are many unresolved problems, but the issue of the upsurge of corruption is alarming. Corruption is endemic in Nigeria. The damages it has done to the policy are astronomical. This menace has led to situations like slow movement of files in offices, police extortion of toll fees, port congestions, queues at passport offices and petrol stations, ghost workers syndrome, election irregularities, among others (Dike, 2005; Ihenacho, 2004; Oloja, 2002).

Odekunle (2002) understands the management of the impact of corruption on service delivery in Nigeria as identifying the various forms of corruption in Nigeria and checkmating their negative results. At this, they specifically mentioned the following; political corruption, bureaucratic corruption, electoral corruption, bribery, fraud, embezzlement, extortion, favoritism and nepotism as areas of corruption.

To them, the institution of reforms measures the administrative machinery that presupposes the existence of some deficiencies, the rectification of which depends on the satisfactory implementation of the reforms or anticorruption goals. Thus, government anticorruption reforms here are seen as improved systems and machinery created to enhance performance and productivity in organizations.

1.2 Statement of Problem

Statement of the problem Nigeria Public Service in recent times has degenerated in productivity, service delivery and firm leadership of the directors. Lack of transparency has resulted in misappropriation of huge volume of public funds. This study focuses on the intensity of problems in the Police force, Nigeria immigration service and the Nigeria custom service and the Nigeria Custom Service .Low productivity, poor leadership skills, Poor Service delivery and the ineptitude of the independent corrupt practice commission (ICPC) in the native generally. Specifically, corruption has robbed the nation and its agencies of good leadership and reward system, embezzlement of public funds, bribery and favouritism in the Nigerian public sector organizations.

1.3 Objectives of the Study

The main aim of study is to assess the impact of corruption on productivity and service delivery in the public sector organization in Nigeria. The specific objectives of the study are the following.

- i. To identify the causes of corruption in public sector organizations.
- ii. To identify the types of corruption prevalent in public sector organizations.
- iii. To determine the role of independent corrupt practice commission (ICPC) on corruption.
- iv. To determine the impact of corruption on productivity and services delivery in Public sector organizations.

1.4 Research Questions

The following research questions will guide this study;

- i. What are the causes of corruption in public sector organizations?
- ii. What are the types of corruption prevalent in public sector organizations?
- iii. What is the role of independent corrupt practice commission (ICPC) on corruption?

- iv. What is the impact of corruption on productivity and services delivery in public sector organizations.

1.5 Hypotheses of the Study

The following hypotheses were formulated for the study:

- 1 **Ho:** Poor reward system and poor leadership are not causes of corruption in public sector organizations.

Hi: Poor reward system and poor leadership are the causes of corruption in public sector organizations.

- 2 **Ho:** Embezzlement, bribery and favoritism are not prevalent types of corruption in public sector organizations.

H1: Embezzlement, bribery and favoritism are prevalent types of corruption in public sector organizations.

- 3 **Ho:** Independent corrupt practice commissions (ICPC) do not prevent gratification and abuse of office in public sector organizations in Nigeria.

Hi: Independent corrupt practice commission (ICPC) prevents gratification and abuse of office in public sector organizations in Nigeria.

4. **HO:** Corruption has no significant negative impact on productivity and services delivery in public sector organizations.

HI: Corruption has significant negative impact on productivity and services delivery in public sector organizations

1.6 Significance of the Study

The study is significant to public sector organizations as it concerns managing the impact of corruption on quality service delivery. The study identifies the cause of corruption, identifies the

types of corruption prevalent in public sectors organizations and determines the role of ICPC on corruption.

1.7 Scope of the Study

The researcher focuses on managing the impact of corruption on quality service delivery in the Nigerian public sector organizations with particular reference to three public sector organizations, namely; Nigeria immigration service, Nigeria police force and the Nigeria customs in Lagos State. The study will cover the activities of the three public sector organizations between 1999 – 2011, a period of democratic governance in Nigeria.

1.8. Limitations of the Study

The main limitation of this research is divided into three parts.

Time Constraint: Due to the limited time frame for this study, the research could not really get all required information needed for the study.

Attitude of the Respondents: The attitude of the respondents affected the research work because some of them were unwilling to cooperate with the researcher as they might have nothing to benefit from the study financially and otherwise.

Finance: This study was affected by financial constraints and consequently the researcher could not visit all the places where necessary information relevant to the study could be obtained.

1.9 Definition of Terms

Corruption: - This refers to any form of illegitimate means of acquiring money or favour.

Low Level Corruption:- These are petty corruption activities common among lowly paid workers including police officers.

Grand corruption:- These are largely the corrupt activities among the top level workers, politicians in government and executive workers in private organization.

Reform: is anything that brings about positive changes. It involves restructuring, reconciliation, reorganization and reorientation.

Managerial Competencies: These are sets of knowledge, skills to be effective in a wide range of managerial jobs and various organizational settings.

Bureaucratic Control: An approach to designing control systems which emphasize organizational authority and relies on administrative rules, regulations, procedures, policies,

standardization of activities, and other administrative mechanisms to ensure that employees exhibit appropriate behaviour and meet performance standard.

Quality Management System: It is a concept used to improve on service delivery of an organization to its customers and other stakeholders.

1.10 Historical Background of Nigerian Immigration Service

The Nigerian Immigration Service (NIS) has come a long way since it was extracted from the Nigerian Police Force (NPF), as a separate entity entrusted with core Immigration duties under the leadership of Chief Federal Immigration Officer. The new department inherited the Immigration Ordinance of 1958 for its operation. This early period saw the immigration department maintaining a low profile and very simple approach in achieving the desired goal of the government whereby only the visa section and the business section were set-up.

In line with the reciprocal nature of immigration laws world wide, the Federal Minister of Internal Affairs under whose responsibility immigration matters fell continued to make amendments to existing laws, and make new laws as and when appropriate. By August 1, 1963, the NIS really came of age when it was formally established by an act of Parliament (section 5 of Immigration Act L. N. Cap. 171). Thus, the first set of Immigration officers were former NPF officers and they were constituted into a department under the control and supervision of the Federal Ministry of Internal Affairs (FMIA) as a purely Civil Service outfit. In 1966, an upsurge in immigration

activities led to the opening of area offices in Ibadan, Ilesha, Akure, Benin-city, Warri, Sapele, Calabar, Enugu, Port-Harcourt, Sokoto, Kaduna, Jos, Mubi and Maiduguri. In this period, location of area headquarters was not based on State capitals but on the level of immigration activities in a town.

Another significant event was the creation of Immigration out-posts in foreign countries in 1976 by General Olusegun, Obasanjo, and then Head of State. The first set of countries to which Immigration Officers were posted include Britain; U.S.A. U.S.S.R., West Germany, Italy and India. Later, Immigration Officers were also posted to Nigeria's missions in New York, San Francisco and Atlanta in the United States, Hamburg in Germany, the Philippines, Japan, Egypt, Brazil, Switzerland and Hong Kong.

Ever since, a number of changes have occurred in the institutional and structural contingency of the NIS. In 1986, the Federal Government established the Customs, Immigration and Prisons Service Board (CIPB) (L.N. Cap. 89). This was a major milestone in the tortuous journey to the restoration of its former Para-military status and more autonomy. Hence, the CIPB took over the functions of the Civil Service Commissions as regards recruitment, promotion and discipline of officers and men of the Immigration Service. By April 1992 the Federal Government approved the complete removal of the Nigerian Customs, Immigration and Prisons Services from the Civil Service structure. This implies that their ranks will be aligned to the structure obtainable at the NPF with parity in salary and conditions of service between the three Para-military services.

Structure

The Nigerian Immigration Service is headed at the apex by a Comptroller General of Immigration Service. This is followed by heads of the six operational directorates, which are called Deputy Comptroller Generals, and they are assisted by Assistant Comptroller Generals.

The 6 directorates are:

Finance and Administration, Investigation and Aliens, Operations, Passport Administration and Control, Border Patrol and Surveillance, and Projects and Logistics. Also, there are 8 zonal offices headed by Assistant comptroller General. The 8 zones are: Zone 'A' Lagos Headquarters, Zone 'B' Kaduna, Zone 'C' Bauchi, Zone 'D' Minna, Zone 'E' Owarri, Zone 'F' Ibadan, Zone 'G' Benin, and Zone 'H' Makurdi.

Functions

The functions of Nigerian Immigration Service among other include;

- ❖ The issuance and administration of Nigeria travel documents–passports and other documents,
- ❖ Endorsement of all categories of travel documents of persons arriving and departing Nigeria,
- ❖ Visa issuance and interpretation of such visas,
- ❖ Issuance of residence permit to foreign investors and other expatriates who wish to reside in Nigeria. (It must be emphasized that although issuance of visa is a certain function of the Immigration, for now visas in our mission abroad are being issued by the Foreign Affairs Ministry while the NIS CARRIES the reissuance of the visas in country.)
- ❖ Examination of all persons leaving and entering Nigeria at any designated port and also the right to examine those in Nigeria before the commencement of this act with a view to determining their right rights of residence in Nigeria.
- ❖ Also the immigration officers are the first government official's investors come in contact with on arrival. Therefore the NIS has to play the role of the nation's public relations officer.

Sources Of Revenue

Similarly, the major sources of revenue for the corporation is determined by the Ministry of Internal Affairs, But bulk of its revenue are from the Nigerian traveling passport. The issuance of residential permit comes close behind and alien registration, entry visas and so on.

A comparative analysis of immigration activities in Lagos zone between January and June 2001 and the same period in year 2000, being revenue accrued on alien registration, issuance of Residence Permits, Re-entry Visas and Travel documents are shown below:

Problems and Challenges of Nigerian Immigration Service.

Nigerian Immigration is befallen with the following problems; The implementation of the ECOWAS Protocol in which check points have been removed along the border routes, Need for a lot of operational vehicles, Need for helicopters to carry out aerial surveillance, Need for communication equipment like walkie-talkies, Need for computers for computerization project,

and Need to centralize the network for the issuance of passports so that a passport issued in Lagos cannot be re-issued in another zone.

On the other hand, challenges they faced is that in preparing for 21st century challenges the NIS realized the need to improve their public relations role in terms of interacting with prospective foreign investors as they are the first Nigerian officials they encounter upon arrival. Bearing in mind the negative impression that has been created by successive military administration in the area of corruption, advance free fraud (419) and crimes. Faced with this enormous national responsibility the NIS embarked on training their officers very often, with the assistance from other countries like German embassy, the British Deputy High Commission and the United States Immigration and Naturalization Service, Nigerian Immigration service officers have been trained in detecting fraudulent travel documents, border patrol techniques, investigation techniques, human dignity, how to relate to the public and tactics to reduce human trafficking.

Realizing the sensitive nature of some border areas the Nigerian Immigration Service has seen the need to reshuffle officers at the Murtala Mohammed Airport (MMA), where numbers of officers have been reduced for effective control. Presently, at the MMA are the best crop of officers in Lagos, they are neat, disciplined, experienced and they have good human relationship skills. The same method has been employed at the Seme Border post, but rather than reduce the number drastically, the topography has necessitated the Nigerian Immigration Service to modify their operation for more effective control of the border. This also applies to the Sea ports and the passport offices where fewer number of officers is now the rule. In order to curb the activity of touts at passport offices the Nigerian Immigration Service has set up a monitoring group to make sure that touts are driven away from the passport area.

Another area in which the Nigerian Immigration Service is reorganizing is computerization. As a first step, they are trying to computerize the operation of the zonal office by creating data bases of staff payroll, profile and revenue base. To this end officers are also encouraged to acquire computer skills and knowledge.

1.11 Historical Background of Nigeria Police Force

Nigeria's police began with a thirty-member consular guard formed in Lagos Colony in 1861. In 1879 a 1,200-member armed paramilitary Hausa Constabulary was formed. In 1896 the Lagos

Police was established. A similar force, the Niger Coast Constabulary, was formed in Calabar in 1894 under the newly proclaimed Niger Coast Protectorate. In the north, the Royal Niger Company set up the Royal Niger Company Constabulary in 1888 with headquarters at Lokoja. When the protectorates of Northern and Southern Nigeria were proclaimed in the early 1900s, part of the Royal Niger Company Constabulary became the Northern Nigeria Police, and part of the Niger Coast Constabulary became the Southern Nigeria Police. Northern and Southern Nigeria were amalgamated in 1914, but their police forces were not merged until 1930, forming the NPF, headquartered in Lagos. During the colonial period, most police were associated with local governments (native authorities). In the 1960s, under the First Republic, these forces were first regionalized and then nationalized.

The NPF performed conventional police functions and was responsible for internal security generally; for supporting the prison, immigration, and customs services; and for performing military duties within or outside Nigeria as directed. Plans were announced in mid-1980 to expand the force to 200,000. By 1983, according to the federal budget, the strength of the NPF was almost 152,000, but other sources estimated it to be between 20,000 and 80,000. Reportedly, there were more than 1,300 police stations nationwide. Police officers were not usually armed but were issued weapons when required for specific missions or circumstances. They were often deployed throughout the country, but in 1989 Babangida announced that a larger number of officers would be posted to their native areas to facilitate police- community relations.

Organization

The NPF was under the general operational and administrative control of an Inspector General (IGP) appointed by the president and responsible for the maintenance of law and order. He was supported at headquarters in Lagos by a Deputy Inspector General (DIG) and in each state by police commissioners. The 1979 constitution provided for a Police Service Commission that was responsible for NPF policy, organization, administration, and finance (except for pensions). In February 1989, Babangida abolished the Police Service Commission and established the Nigeria Police Council in its stead, under direct presidential control. The new council was chaired by the president; the chief of General Staff, the minister of internal affairs, and the police inspector general were members. As part of the government reorganization in September 1990, Alhajji

Sumaila Gwarzo, formerly SSS director, was named to the new post of minister of state, police affairs.

In late 1986, the NPF was reorganized nationwide into seven area commands, which superseded a command structure corresponding to each of the States of Nigeria. Each command was under a commissioner of police and was further divided into police provinces and divisions under local officers. NPF headquarters, which was also an area command, supervised and coordinated the other area commands. Later these Area Commands were grouped under Zone Commands as follows:

Zone 1, Headquartered Kano, with Kano, Kastina, and Jigaw Commands

Zone 2, Headquartered Lagos, with Lagos, and Ogun Commands

Zone 3, Headquartered Yola, with Adamawa, and Gombe Commands

The 1986 NPF reorganization was occasioned by a public eruption of tensions between the police and the army. A superintendent was suspended for a time for grumbling that the army had usurped police functions and kept police pay low, and there were fights between police and army officers over border patrol jurisdiction. The armed forces chief of staff announced a thorough reorganization of the NPF into the seven new area commands and five directorates (criminal investigations, logistics, supplies, training, and operations) under deputy inspectors general. About 2,000 constables and 400 senior police officers were dismissed by mid-1987, leaving senior police officers disgruntled.

In mid-1989 another NPF reorganization was announced after the AFRC's acceptance of a report by Rear Admiral Murtala Nyako. In 1989 the NPF also created a Quick Intervention Force in each state, separate from the mobile police units, specifically to monitor political events and to quell unrest during the transition to civil rule. Each state unit of between 160 and 400 police was commanded by an assistant superintendent and equipped with vehicles, communications gear, weapons, and crowd control equipment, including cane shields, batons, and tear gas.

A Federal Investigation and Intelligence Bureau (FIIB) was to be set up as the successor to the Directorate of Intelligence and Investigation; three directorates were established for operations, administration, and logistics, each headed by a deputy inspector general.

The Directorate of Operations was subdivided into four units under a deputy director—operations, training, communications, and the police mobile force.

The Directorate of Administration was composed of an administration unit headed by an assistant inspector general (AIG), and of budget and personnel units under commissioners.

The Directorate of Logistics had four units—procurement, workshop/transport, supply, and work/maintenance—under AIGs. The zonal arrangements were retained. However, AIGs were authorized to transfer officers up to the rank of chief superintendent, to set up provost units, to deploy mobile units, and to promote officers between the ranks of sergeant and inspector.

Other Departments

The above three Directorates were renamed Departments

Force Criminal Investigation Department

D Department - Force Criminal Investigation Department (FCID) is the highest investigation arm of the Nigeria Police NPF. The Department is headed by a deputy Inspector-General (DIG), currently Israel Ajao. Its primary functions include investigation and prosecution of serious and complex criminal cases within and outside the Country. The Department also coordinates crime investigations throughout the NPF. The NPF CID is divided into sections, with most of them headed by Commissioners of Police. The Sections are:

- i. Administration
- ii. Anti-Fraud Section
- iii. The Central Criminal Registry (CCR)
- iv. Special Anti-Robbery Squad (SARS)
- v. X-Squad

- vi. General Investigation
- vii. Special Fraud Unit (SFU)
- viii. Legal Section
- ix. Forensic Science Laboratory
- x. Interpol Liaison
- xi. Homicide
- xii. Anti-Human Trafficking Unit
- xiii. Special Branch CIB/SIB
- xiv. Force CID Kaduna Annex

Police Mobile Force

The Police Mobile Force was established as a strike or Anti-riot unit under the control of the Inspector-General of Police to counter incidents of civil disturbance. It is designated to take over operations of major crisis where conventional police units cannot cope.

There are presently 12 MOPOL Commands, MOPOLs 1 thru 12, controlling 52 Police Mobile Squadrons which are spread amongst the 36 State Commands and Federal Capital Territory (FCT).

Police Service Commission

The Police Service Commission (PSC) shall collaborate, cooperate and work with all the stakeholders, namely the police council with the President of Nigeria as Chairman, all the governors of the Federating states of Nigeria, the Minister of Interior, the Chairman, Police Service commission and the Inspector-General of Police as members to turn the police around and enable it to meet the challenges of the 21st century. Its head is Hon. Parry B. O. Osayande DIG (Retired) CFR, OFR, NPM, mni; Chairman, Police Service Commission.

Inspector General of the Nigerian Police

Name	Period of office
Louis Edet	1964–1966
Kam Salem	1966–1975
Muhammadu Dikko Yusufu	1975–1979
Adamu Suleiman	1979–1981
Sunday Adewusi	1981–1983
Etim Inyang	1985–1986
Muhammadu Gambo-Jimeta	1986–1990
Aliyu Atta	1990–1993
Ibrahim Coomassie	1993–1999
Musiliu Smith	1999–2002
Mustafa Adebayo Balogun	2002 – 2005
Sunday Ehindero	2005–2007
Mike Mbama Okiro	2007–2009
Ogbonna Okechukwu Onovo	2009 - 2010
Hafiz Ringim	2010 - Jan 2012
Mohammed Abubakar	2012 - current

Finances

The NPF operating budget between 1984 and 1988 remained in the N360 million to N380 million range, and in 1988 increased to N521 million. More notable were large capital expenditure infusions of N206 million in 1986 and N260.3 million in 1988, representing 3.5 and 2.5 percent of total federal capital expenditures in those years. These increases were used to acquire new communications equipment, transport, and weapons to combat the rising crime wave, such as 100 British Leyland DAF Comet trucks delivered in 1990. Despite these purchases, an NPF study in late 1990 concluded that the force's budget must double to meet its needs.

Issues

Although generally considered an attractive career, the NPF experienced endemic problems with recruiting, training, inefficiency, and indiscipline, and it lacked expertise in specialized fields. Corruption and dishonesty were widespread, engendering a low level of public confidence, failure to report crimes, and tendencies to resort to self-help. Police were more adept at paramilitary operations and the exercise of force than at community service functions or crime prevention, detection, and investigation.

During the Obasanjo period, an attempt was made to expand the NPF by reducing the recruitment age from nineteen to seventeen and by enrolling demobilized soldiers, but it failed. In mid-1980 the then federal police minister acknowledged that the police had recovered only 14 percent of the US\$900 million worth of property reported stolen in the preceding six months, and that only 20 percent of the 103,000 persons arrested had been found guilty, a performance record about the same as that reported in the 1960s. The use of excessive violence in quelling student disorders led the AFRC in June 1986 to direct the police to use only rubber bullets in containing student riots. Reports of police collusion with criminals were common, as were official appeals to police officers to change their attitude toward the public, to be fair and honest, and to avoid corrupt practices. In an effort to reduce bribery and to make identification of offenders easier, police officers on beats and at checkpoints were not allowed to carry more than N5 on their person.

In September 2005, Nigeria withdrew 120 police officers serving in the UN Congo mission because of accusations that they had engaged in sexual abuses.

The NPF is alleged to follow a policy of "Fire for Fire" in which many captured suspects die in police custody or are "shot while attempting to escape". Decades of police and official corruption and continued failure to train police officers properly has led to a situation where extrajudicial killing is an accepted form of dealing with people the police believe to be criminals. The most recent victim of which is Yusuf Mohamed, the leader of the Boko Haram sect in Nigeria, was alive when captured by the army.

Even before the violence surrounding the Boko Haram uprising in northern Nigeria, there were questions over the conduct of the security forces. The government is currently attempting to reform the police. They have produced a White Paper with 79 recommendations for improving the police force, which is due to be considered by the National Assembly and turned into a Police

Reform Bill. Key reforms such as: Police officers are paid as little as \$40 (£26) a month, this should be raised to \$100 for police constables, Deal with the estimated 10,000 officers with criminal records hired between 2001 and 2004, Establish a reliable system for the public to complain about the police, better educated Recruits should attain a certain level of qualification before being considered, job applications should be transparently managed, policemen should not have to buy their own, the police are in dire need of an up-to-date communication network, and the police should be given better investigating tools and the training to use them.

2008 Report Statistics

- 4% decrease in reported crime
- 36.8% decrease in offenses against Local Acts
- 18.8% decrease in offenses against Lawful Authority
- 3.6% decrease in offenses against property
- 2,433 vehicles stolen, 1,646 recovered
- 37% decrease in Road Traffic Offenses
- 66,522,000 Naira (Nigerian Currency) recovered
- Senior Police Officers: 20,613
- Investigators: 28,175
- Rank and File: 263,425

Comparative analysis of Offences for 2008 & 2009'

The data below show the crime statistics spread sheet on offences against Persons, offences against Property, offences against Lawful Authority and offences against Local Acts, 2009 in all the State Commands

Offences against Persons 2008- 35,109 // 2009- 38,955 (Increase); Offences against Property 2008- 47,626 || 2009-64, 286 (Increase); Offences against Authority 2008- 5,938 || 2009- 7,878 (Increase); Offences against Local Acts 2008- 90,156 || 2009- 1,378 (Decrease).

An interactive website, the Nigeria Police Watch has made the reporting of crime and chronicling of police activities easier for the Nigerian public through various tools.

D+Z, a magazine focused on development, reports that Freedom Radio, a three year old weekly radio programme, is also helping to curb corruption in Kano, Dutse, and Jigawa states by allowing citizens to voice complaints and experiences. It also has a representative from the police force there to address these complaints and talk about new undertakings and normal operations of the police force. Although the number of corruption and human rights violation reports has decreased, it is a good sign because it shows that the programme is effective.

Training

Police training was directed from headquarters by a deputy inspector general designated as commander. Recruits were trained at police colleges in Oji River, Maiduguri, Kaduna, and Ikeja, which also offered training to other security personnel, such as armed immigration officers. The Police College at Ikeja trained cadet assistant superintendents and cadet sub inspectors.

There were also in-service training schools, including the Police Mobile Force Training School at Guzuo, southwest of Abuja, the Police Detective College at Enugu, the Police Dogs Service Training Centre, and the Mounted Training Centre.

In August 1989, Babangida laid the foundation stone for a Nigeria Police Academy (NPA) in Kano State. The NPA was to be affiliated with Bayero University until adequate infrastructure was available for independent operation. Admission was to be regulated by merit, by the quota system, and by federal character. The commandant was to be at least an AIG and assisted by a provost who would oversee the academic program. Modeled after the Nigerian Defence Academy in Kaduna, the NPA would offer a five-year academic and professional degree program for new cadets and an eighteen-month intensive course for college graduates aspiring to a police career.

Babangida also disclosed plans to obtain technical assistance from Britain to establish a central planning and training program to modernize and upgrade police training.

2009 Nigeria religious violence

Religious violence resulted in at least 150 deaths in two days after a series of attacks on 26 July 2009 in several Nigerian cities.^{[8][9]} Bauchi in Bauchi State, Maiduguri in Borno State, Potiskum in Yobe State and Wudil have all been attacked. Witnesses now claim over 250 people are dead.^[10] Nigeria claims that most of the dead are militants.

The battles began on 26 July when Boko Haram, a militant Islamist organization, attacked a police station in retaliation for the arrest of its leaders. Police responded with their own retaliation and a curfew fell on the area. The attacks spread and by the next day corpses were located at police stations, people were fleeing their homes and some were being pulled from their cars to be shot dead as police stations burned to the ground.

Nigerian troops then surrounded the home of Mohammed Yusuf in Maiduguri on 28 July after his followers barricaded themselves inside.

It is the worst sectarian violence the country has experienced since November 2008.^[10] It has been suggested that politics, not religion, is the cause of the violence.

See also

- Nigeria Police Watch
- Nigerian Mobile Police
- Petroleum in Nigeria
- Conflict in the Niger Delta
- Movement for the Survival of the Ogoni People
- National Security Organization (NSO)
- State Security Service (SSS)
- National Intelligence Agency (NIA)
- Cleen Foundation [1] (Cleen equals Centre for Law Enforcement Education) promotes public safety, security and justice in Nigeria through empirical research, advocacy,

demonstration programmes and publications in partnership with government and civil society

- National Drug Law Enforcement Agency

1.12 Historical Background of Nigeria Customs

The NSC was founded in 1891 when the former British Colonial administration appointed T. A. Wall as Director-General of Customs for the collection of Inland Revenue in Niger Coast Protectorate. This became the Department of Customs and Excise in 1922, managed by the Comptroller of Customs and Excise, Federation of Nigeria.

By 1945, the Customs and Excise Preventive service had been established, divided into two arms – Maritime and Preventive. The Maritime unit was responsible for the collection of revenues from import and export duty, while the Preventive arm was tasked with the prevention of smuggling, as well as the arrest and prosecution of smugglers.

The Customs and Excise Management Act (CEMA) No. 55 of 1958 saw the introduction of a management board to the unit and the appointment of its first chairman and chief executive officer (CEO), E. P. C. Langdon. He was succeeded by S. G. Quinton. In 1964, the first Nigerian CEO, Ayodele Diyan, was appointed, following Nigerian independence in 1960.

A change in legislation in 1970 saw the introduction of new board members representing the Federal Ministries of Economic Development and Reconstruction, Trade and Industries. When the government changed hands in 1975, the board members were retired and the role of chairman and CEO was abolished and replaced by the position of director.

Alhaji Shehu A. Musa was appointed as the first director with a mandate to re-organise the structure of the board. Musa's core proposal was to unify what had been operating as two separate, parallel services. The government believed that the distinction between revenue collection and preventive services was causing administrative difficulties.

In 1978, the units were merged into the unified Department of Customs and Excise. The integrated service allowed officers to work in both revenue and preventative roles, reporting to one of five directorates:

- Customs Tariff and Trade;
- Customs Enforcement Directorate;
- Customs Investigation Directorate;
- Customs Inspection Directorate;
- Customs Economic relations, Research; and Planning Directorate.

In 1985, the unit was moved from under the governance of the Ministry of Finance to the Ministry of Internal Affairs and renamed the Customs, Immigration and Prisons Services Board. The functioning of the unit was also decentralized so that each state was run by area controllers.

By 1992, the department was returned to the Ministry of Finance and recognized as a Para-military organization. A sole administrator was appointed to conduct a probe into the operations of the customs board. It was also renamed the Nigerian Customs Service (NSC), the name by which it is still recognized today.

When Sani Abacha took power in 1993, he set up a probe into the NCS, which was led by Major-General Paul Tarfa. The panel charged with investigating the activities of the NCS was given a year in which to complete its findings and a sole administrator was appointed in the meantime. Brigadier-General S.O.G. Ango remained as head of the NCS until 1999, when he was replaced by Ahmed Aliyu Mustapha.¹

At the same time as Mustapha was appointed, a new board was formed, headed by the minister of finance. Mustapha, as comptroller-general, was supported by six deputy comptrollers-generals, covering the following departments:

- Finance, Administration and Technical Services;
- Tariff and Trade;
- Excise and industrial incentives;
- Enforcement and drugs;
- Economic Relating Research and planning;
- Investigation and Inspection.

The zonal structure employed under the Abacha government was also retained.

This system remained in place until late 2003, when Mustapha retired. A restructuring committee was established, led by the minister of finance, which saw sweeping reforms including the retirement of 75 officers and the reformatting of the department into three departments and four zones, covering 25 area commands.

Structure

Today, the NCS is still run by the comptroller general, who oversees the work of five deputy comptroller generals in the following departments:

- Support Services;
- Tariff & Trade;
- Enforcement, Investigation, and Inspection;
- Strategic Research & Policy;
- Human Resource Development.

The NCS board is chaired by the minister of finance, while the vice-chairman is Abdullahi Dikko Inde, the service's comptroller general.

Dikko Inde was born in Katsina state and holds a degree in economics and a master's degree in finance from the University of Dimitrov Apostle Tshenov in Bulgaria. He previously worked at the Kaduna state audit and is also a member of the Certified National Accountants and National Institute of Management.

Dikko Inde has a largely positive reputation, having risen through the ranks of the NCS since entering it at superintendent level in 1988 and rising to become the organisations premier officer. He is recognised as having a “distaste” for injustice and giving junior officers their due, regardless of how small a contribution they have made. His appointment as head of the NCS was seen by some within the institution as a last ditch attempt to clear up the image of the unit in which he is known as “Mr. Welfare.

Reputation

The service's reputation has been marred by numerous corruption and fraud scandals across the years. According to Transparency International's 2010 Global Corruption Barometer, more than half of local households surveyed attested to paying bribes to NCS officers in 2009.

To date, complex customs regulations and bureaucracy surrounding the import and export of goods has nurtured an environment in which bribes are commonly paid. Several companies are also believed to undervalue their goods upon importation to avoid penalties. Yet other companies, operating in the informal economy, resort to smuggling as a means of avoiding legal trade.

Notably, a number of foreign companies have been involved in fraud and corruption scandals in recent years:

- Three subsidiaries of Vetco International – Vetco Gray Controls Inc, Vetco Gray Controls Ltd and Vetco Gray UK Ltd – pleaded guilty to violating anti-bribery provisions of the Foreign Corrupt Practices Act (FCPA) when they admitted to making US\$2.1 million

worth of corrupt payments over a two year period to officers in the NCS through Panalpina, a Swiss-based freight forwarding firm in Nigeria.

- At the same time as the subsidiaries were charged, another Vetco subsidiary – Aibel International Ltd – entered into a deferred prosecution agreement with the US Department of Justice for its involvement in the same scandal. This deferred prosecution agreement entailed co-operation with the Department of Justice, stricter controls and the retention of FCPA monitors. Subsequently, however, the company admitted to failing to comply with its obligations and paid a monetary fine.
- Oil services firm Transocean Ltd made corrupt payments to the value of US\$90,000 to Nigerian customs officials between 2002 and 2007 to extend its importation status and receive false paperwork.^l

- Tidewater Inc., an oil service firm, paid US\$1.6 million through Panalpina to Nigerian customs officials to clear vessels into Nigerian waters. Noble Energy authorized payments by its local subsidiary to obtain eight temporary permits. In November 2011, Noble, Transocean and Tidewater were three of the companies that settled allegations of involvement in a US\$100 million bribery scheme in Nigeria, as part of the Panalpina settlements.
- Royal Dutch Shell entered into a U.S. plea deal in November 2010 over its contractor's involvement in bribing Nigerian customs officials. US authorities accused Shell's subsidiary Shell Nigerian Exploration and Production Co Ltd. of bribing Nigerian customs officials US\$3.5 million to quickly process needed equipment for its offshore Bonga field. A heavy fine was levied on Shell after Panalpina, which was also employed by Shell, agreed to plead guilty to taking bribes on behalf of its clients.

Outside of FCPA litigation, there are several examples of everyday Nigerian businessmen being urged to pay bribes to customs officials in order to smooth the passage of their goods.

Reform Attempts

The current comptroller-general has been driving a reform programme endorsed by President Goodluck Jonathan that will see the NCS conform to global best practice.

Dikko Inde publicly stated at a training seminar “We pledge to be steadfast, committed and resolute in this fight no matter how overwhelming the challenges may appear.”

His efforts appear to be taking effect. The unit secured its revenue target for 2011, seen in part to be as a result of an increase in transparency. In addition, 14 officers have also been suspended and their salaries stopped for their involvement in corrupt dealings.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1: Introduction

This includes conceptual frame work, theoretical frame work, empirical review on corruption as it affect quality service delivery in public sector organizations. It also comprises of summary of reviewed literature

2.2 Conceptual Framework

Much has been said and written about corruption and development by various scholars in various perspectives. As a matter of fact, the goal of this study is to inquire into the perception of the people on the scourge corruption in terms of the causes and the effects on national development. But in order to be fair as required by sociological investigations, aspect from going to the field which this work would address, it is also important to consult the work of various scholars on the subject matter.

Akanni (2001) defines corruption as “to make partial, to defile, to debase, to bribe, to rot, to lose purity”. To this end, corruption is seen as “to make evil, deprive, bribe, and faint” These two definitions suggest that corruption encompass a broad range of activities that are morally wrong. Indeed, any act that offends against what society considers as right can be termed as corruption. Corruption is an unethical behavior which runs counter to the accepted social norms and moral values. It is a behavioural pattern which seriously hurt public morality. Corruption is an act involving dishonesty, illegality and non-conformity with accepted standard and non-conformity with accepted standard of behaviors. Such an act or behaviour has its main aim, the return of financial or material benefit, either for the person committing the act or on behalf of any other person.

Corruption is a dishonest or immoral behavior by politician or people in government or holding a particular office. EL-wathing, (1980:68); defines corruption as “the use of power for profit,

preferment, or prestige, or for the benefit of a group or a class, in a way that constitute a breach of law or of standards of high moral conduct”

However, Odekunle Femi, (1982:40); defines corruption as” the perversion of a moral or legal order. It is the introduction of non legitimate, extra –legal dimensions to alter the normal course of events” The goal often is to bestow some gains or advantage on self or other that could not normally be enjoyed by the person without that intervention. It can take the forms of over action, inaction or misaction, omission or commission, giving or taking, induced or voluntary, but is often premeditated and pre-planned. It is often associated with bribery or receipts of gifts or other. Valuables in return for undue favours offered directly or by proxy. Where it is perpetrated by an office holder, it constitutes an abuse of office.

In all, corruption is an obstacle to justice, good government, fairness and societal development by dishonestly distributing rewards unmindful of efforts. For the purpose of this study, corruption will be defined, according to Olusoga (1981 :16) as ”the money, material, financial resource, contracts, employment, status, fame, power or physiological, and psychological satisfaction, through illegal and or immoral practices such as office abuse, robbery, bribery, fraud Olusoga, (1981:16).

The menace, corruption has been view principally at two levels “grand and petty”. Grand corruption is usually practiced by individuals in high and critical public position of leadership while petty corruption is the acts practiced by lower levels of public and private office holders. While grand Corruption should also be focused upon for controls, the petty corruption should be focused for its huge impact on development. Due cognizance must be taken of petty corruption, since it could accelerate growth of sectors in an economy it should also be noted that grand corruption encompasses international cooperation and collaboration.

Grand corruption according to Kunle, (2003) encourages masseur capital flight in Africa which is doubly debilitating. It operate at the high political level and particularly oppressive on the society. Corruption mostly is to satisfy needs. In the wake of global economic recession which consequences are mostly hit by the working class. The attendance consequences of the recession

are unemployment, social insecurity, job insecurity, homelessness, need political instability and general socio-economic and political imbroglio.

Corruption, when applied as a technical term, is a general concept describing any organized, interdependent system in which part of the system is either not performing duties it was originally intended to, or performing them in an improper way, to the detriment of the system's original purpose. For a very long time, corruption has been acknowledged as an obstacle to economic progress and democracy in Nigeria. Corruption is the canonization of fraudulence; the brazen celebration of impunity, which pollutes the ethical hygiene of a society (Ogbunwezeh, 2005).

Corruption is a Worldwide phenomenon, but prominent in countries of the third world, particularly in Africa. Johnson and Rose-Ackerman (1997) pointed out that the wide spread of corruption is a symptom of a poorly functioning state, and a poorly functioning state can undermine economic growth. Where corruption is situated in the structural nature of any society, countries with extensive natural resources may fail to develop in a way that benefits ordinary citizens (Edewor and Sokefun, 2002).

In Nigeria, corruption kick- starts a process of social decadence by enthroning the reign of roguery and unvarnished dishonesty. It allows ethical recklessness, and invites a normative chaos, that erodes every sane social value. It defaces and corrodes social mores, with lavatory rottenness. It sabotages the common will and enables the embezzlement of the nation's posterity. Corruption has been broadly defined as a perversion or a change from good to bad. Specifically, corruption or corrupt behaviour involves the 'violation of established rules for personal gains and profit' (sen, 1999: 275). Corruption is 'efforts to secure wealth or power through illegal means- private gain at public expense' (Lipset and Lenz, 2000: 112).

In addition, corruption is 'behaviour which deviates from the formal duties of a public role, because of private-regarding (close family, personal, private clique) pecuniary or status gains; or violates rules against the exercise of certain types private –regarding influence' (Nye, 1967:417). This definition includes such behaviour as bribery (use of a reward to pervert the judgment of a person in a position of trust); nepotism (bestowal of patronage by reason of astrictive relationship

rather than merit); and misappropriation (illegal appropriation of public resources for private uses) [Banfield, 1961].

2.3 Causes of Corruption

To Ighodalo (2002), low wages that are not enough to meet up with minimum comfort is another reason why the individuals and organizations proletariat engages in corruption. The need to meet up with the high cost of education, health, transportation, feeding, clothing and housing calls for alter-native method of augmenting the meager income. Usually, this set of people are less educated, do not have direct access to the wealth of the nation, they are in the majority and are mostly junior workers in the working place. Clerks seeking Christmas gift in the middle of June, policeman being offered bribe a fine for an imaginary traffic offences by the victims in order not to be disturbed or hindered, customs and immigration officers at borders posts, gateman, clerks, secretaries and other rank and file of junior officers.

It is however, not the intention of this study to touch all aspects of corruption it shall limit itself to how it involves public and private officials in the daily conduct of social life. These include embezzlement, misappropriations of public and private funds, bribery in low and high places to get undeserved favour. Grand corruption once more is a crime of the elites, the educated people that occupy the top positions in government ministries and parastatals, in the federal, state and local governments and all organs of government.

These people owe the reason for their own corruption to the new societal values. Our social values of discipline, meritocracy, merit, integrity, creditability and good name have been substituted for the need to “make it” being successful was not frowned with.. It is no longer the means that matters but the ends. It is now abnormal for a person to serve in government and still being poor. Most Nigerians see being in government as avenues for money making.

According to Ikpe (2000), it is a common place experience, even at the level of student’s politics. Once a person is aspiring to a political post, people make unnecessary demand on him with the belief that once he wins the post he would not reckon with them any longer and he is free to

defraud the public as much as he wishes. They trade their franchise with money. These are the same set of people that would blame the government for not performing, not attending to the needs of

the masses. Since politics has been alienated from the masses; they do not have the where withal to engage in politics, and politicians would always come back to them for votes, the only thing they can do is to sell their votes.

Ethnicity especially as it involves national resource allocation and utilization could be other singular causes of persons of a particular tribe dominating to project their ego. In other words, racial discrimination forms a strong factor in marginalization of certain individuals, groups and institutions of their rights and privilege, hence the existence of corrupt practices. Family background could cause persons working in an organization to loose sight in their roles and responsibilities. This is especially true for not well to do families that would count to survive at all costs. Similarly, peer groups could misinform and misdirect persons to getting involved in corrupt practice.

2.4 Manifestations of Corruption

It is now socially acceptable norms in Lagos as they call it “Egunje” and nobody frowns at it any longer. It is now a normal way of getting things done in ones way.

A cross-section of the downtrodden citizen or people of Ajegunle though saw bribery as undesirable but they are of the opinion that it is a new way of life, a new “social and economic order”. If it is what is needed for you to get what you want, offer it and for the “benefit” to go round, accept it. Corruption is the new language in Nigeria.

John Bay, (1999:28),notes in his comprehensive report on corruption and fraud in Africa that if plundering continues and the principle of accountability is not enshrined, foreign investors and business groups in the developed world would pull of their rugs from our feet by withdrawing their assets or at the very least, shelve plans for expanding Business in Africa, 1999. Apart from the government being the largest employer of labour in Nigeria, there are very few indigenous companies to employ Nigerians, most companies in Nigeria are foreign owned and the reality today is that most of these companies have either folded up or suffering from under-capacity utilization and this is one of the reasons why we have acute unemployment in Nigeria with the resultant effect of increase in the waves of crime like robbery, drug trafficking and canalization of

government properties more so that there is no welfare package to cushion the effects of economic bites.

The sage and politician, Chief Obafemi Awolowo (1978:29) said although corruption brings good life in term of financial or where withal to the beneficiary, but once caught or suspected to have engage in one form of corrupt practice or another, it is just but natural to bring into disrepute the creditability of the culprits” News watch March 13 (1981).

In the view of Abiola, (1995:13): Corruption damages individual character impedes development and brings stigma to the nation and citizenry. He said further that every #500 illegally taken from the government cover is denying a patient in the hospital some analgesic tablets, every #100 illegally taken is depriving an educational institute a packet of chalk, every one thousand is removing an equipment from a hospital, every million is denying some workers their salaries and remuneration and the total aggregate effects of these deprivations will collapse the entire social systems.

Obinyan, (1994 :9), asserts that apart from military being a casualty of corruption the psyche of Nigerians had been knocked to the extent that sycophancy and crying for favours have been so much part of the Nigerian personality. According to him, “it was a bad omen; it has affected the traditional rulers regarded to be fathers of all Nigerians. Because of the hardship prevalent in our society, most Nigerian youth have thrown morality into the winds because they have to survive”.

According to Nwankwo, (1986:40); in the traditional society it was an unwritten law to bring kolonuts while asking for assistance. In the same vein, a well-paid government official expects kickbacks from contracts he awards in the normal performance of his duties. In the new social economy this is a fraud. In some cultures in Africa, consideration such as birth, age and sex form the basis for, assigning people to roles, and rewards. Those who are well born receive from those less endowed, monetary and or symbolic favours in order to be advanced in the society.

The growing phenomenon in Nigeria is the award of chieftaincy titles to some citizens; often they are citizens who think that they have made it in the realms of politics, business and government uses their wealth and influence to “buy” grandiose and esoteric titles. The purpose of this title is to gain social recognition

and have access to positions of power and influence in the society in which services are increasingly becoming a privilege rather than a right. The village head that receives some money and or other symbolic gifts from a businessman, a politician or a top government official in order to advance him for a title is being corrupted.

2.4.1 Economics of Corruption

In relation to what is called ten percent kick back in Nigeria. It is prevalent in the award of contracts. Here, the official awarding the contract requires ten percent of the contract amount to be given to him by any of the prospective contractors that want to win the contract. Once a prospective contractor agrees to give the ten percent, the official employs all the tricks at his command to ensure that this contractor gets the contract. He may violate the principle of giving the contract to lowest bidder to give to his man even if his man is the highest bidder, or he may not call for bids at all, or he may reveal the bids of other. And once his man wins the contract, three ways are available to help him make the contract profitable. Once, the contractor can increase the cost of the contract, which will not be challenged by his mentor; two, he may perform with substantial materials, and this will be approved once again by his mentor, or three, he may partially perform or not perform all; all of these is mentor will approve as long as he receives his own ten percent.

Analysis: If this contract has been awarded at its real economic cost, all of his own profit, or come out with a net loss. It is because of the fact that the contract has to be awarded at more than its real economic cost. And this is accomplish either through the absence of bidding or through an upward revision of the contract price. The result is that the contract becomes over valued and the government or firm loss by the amount of the over valuation. If the contractor is satisfied with a normal profit margin, the over valuation many cover the ten percent bribe, and this which becomes the loss of the government o firm, goes into the pocket of the official awarding the contract.

If the contractor fulfills all the other terms f the contract, he will end up with a normal profit margin. But where the contractor is not satisfied with a normal profit he may over value the

contract at more than the ten percent bid and or perform with substandard materials, perform partially or not at all with these possibilities, may the possible loss range from ten percent of the contract price to hundred percent (100%) of the contract price. Where contractor refuses to perform at all while he get paid for the contract, the government or from loss the full once of the contract to the official the contractor and may be other call arbitrators. This then reduce the resources available to the government or firm for other projects.

Another bad effect of this corrupt practice is that it produces inefficiency. For man tend to be efficient only when they expect a reward from their efficiency where the criterion for winning contracts is bribery the men who can bribe most win the contract. Efficiency will become redundant, and consequently men will not pay attention to it when bidding for contracts and the will increase the contract cost. Olusoga (1981). Olusoga (1981:65); opened further that corrupt practice tend to produce an illegal transfer of resources from either the government or some members of society. In the transfer exercise, the actors engage in an unproductive use of their labour and resources. By nature, most corrupt practices do not result in an increase in nation's wealth despite the time resources and energy invested in them in this exercise, the poor bear a heavier burden than the rich do. To the extent that only few individuals become rich at the expense of the masses. These have a tendency of increasing the income disparity between the rich and the poor. They also produce inefficiency because it is not the most efficient that wins, but rather the most corrupt in term of bribery.

2.4.2 Psychology of Corruption

To Thompson (1981), with colonization, traditional morality was supplanted with capitalist morality with emphasis in material possession. Some individuals either in politics, civil service, or business got the idea that with and that with these resources they could fulfill their needs, this individual engage in different forms of corruption ranging from bribery fraud, abuse of office to organized robbery. In no time they started to acquire number of houses fleets of cars, wives and other valuable assets. Many, who knew them, praised them through songs, accorded them respect, and became titleholders and respected. Nigerians neither would nor care to inquire about their source of wealth rather the same society that started to confer social honour, importance and recognition on these corrupt people. The bandwagon effect set in as others started to follow suit

and corruption becomes norms in the Nigerian society. It is the end that matters not the means in accordance with the principle of Nicholo Machiavelli and this dangerous psychological effect of corruption on society.

Corruption also has dire effects on the development of a society; hence nothing can be enough to satisfy greed. Development has been viewed from different perspectives but most writers that had attempted to define development ended up defining economic development but there seem to be some common agreement towards the objective of development no matter how defined. Lynn Mytuka and Steven Landon, (1981:43); defined development as a process of structural change and capital accumulation that moves a society close to conditions in which the basic need of people (for shelter, food, clothing etc) are met, full employment prevails and social economic equality is increasing.

Underdevelopment was also defined as a process of structural change and capital accumulation that moves a society in a direction that makes it more difficult to achieve these conditions. It involves significant increase in per capital incomes, but in a form that concentrates gains among a well of minority and imposes society cost on poor majority. From these definitions of development it is clear that development is a complex phenomenon, which includes the health, nutritional, educational, recreational, occupation, income status, participation in governance, status of law and order social justice, security of properties and lives. It appear that for development to take place, the productive base of the economy must be strong, diversified and productive, this is because the ability to pay for these indicators of good conditions of life by any society depends largely on the status of her economic base.

In the case of Nigeria, the population of Nigeria is officially estimated at 88.5 million people (1991 census) and it is now assumed to be 120 million people. Nigeria is the second best producer of petroleum in the world in term of octane rating. She is earning about \$32 million dollars every day except Saturday and Sunday (London times, April, 2000) and about ninety two percent (92%) of Nigeria earnings comes from petroleum. As it is today, Nigerians are mostly unemployed or underdeveloped. Social systems have collapsed. But it is of note that the easiest way to get rich in Nigeria is to serve in governments in whatever capacity. It is hard to see a former government appointee to be poor after office. Various levels of governments both military and civilian governments has produced most millionaires that Nigeria has today.

The masses in Nigeria are highly deprived in term of the aforementioned indicators of development. There are two major groups in Nigeria, the rich and poor. The rich are the minority and then do not mingle with the poor. They use them as labour; they do not go to the same hospital; while the poor goes to the one without facilities, the rich goes for his treatment abroad; while the children of the rich attend the schools that are well equipped with teaching and learning facilities, the children of the poor attend schools in the manger and under the trees; while the rich is already linked with the whole world through international communication network the poor cannot afford postage stamps; the rich are the employers that exploit the downtrodden masses. Corruption can be said to be a factor of un-development in Nigeria experience.

2.5 Corruption in Developing Nations

Corruption was made possible by the colonial political administration and capitalist economy. About 1952, the practice of giving and or demanding “cash gifts” was authoritatively stated to be found in hospitals. Where nurses require a fee from every in-patient before the prescribed medications is given and even the ward servants must have their “dash” before bringing the bed-pan”. A writer Observed that ‘we talk about maladministration corruption, urban squalor, neglect of rural areas, disparity in income and wealth between one citizen and another (management of corruption, Olusoga 1981: 20).

But we bother little to find their origin and the forces that feed and maintain them. A thorough analysis of these problems cannot fail to relate their origin to our economic system. The capitalist economic system imposed by the colonialists the capitalist system of economic connotes the principle of survival of the fittest.” (Nwene Osuh, corruption in development, 1975). To another writer “Nigeria is sick her sickness has in capital system of development that allows a free-for all enterprise a system that allows the grabbing instruct a system that permits your neighbors to enrich themselves at your expense. Greatness in Nigerian is now measured by the amount of money that is stolen from the public treasury and the amount of treachery and exploitation that they inflict on their fellow brothers and sisters. Until we stop the haste to get rich quick we shall not progress” (Ojo, 1976). One of the earlier sociological attempts at looking at corruption had among other insight predicted that the “new states” are likely to be the sense of a lot of behaviour

that would be regarded as corruption. That predication in retrospect was prophecy for most third world courtiers especially in Africa today a journal of modern African studies. Nigeria is regarded as the second most corrupt nation in the world after Russia today.

Clinard and Abbott, (1982:36); opined that the phenomena of corruption have become “a way of life” to the extent that is considered one of the most widely pervasive problems on the low-brightened continent. In their own contribution Scott and Leys, (1982:20) asserted that a popular understanding of corruption could be seen from the context of asking, giving or taking of fee, gifts, favour in exchange of a legitimate task, or the performance of an illegitimate task, hoarding, collusive, price fixing smuggling, transfer pricing, illegal arrests for harassment or intimidation purpose etc.

In the study in ‘corruption in development Nations” Leys, (1982:26); argues that public officers in the third world usual succumb more readily to the corrupt influences of their kin and tribes men because primordial loyalties still out-weigh national commitment and loyalty. This is due to the fact that the formal bureau critic norms or standards are recent intrusions which have not been fully internalized and because of the pluralistic nature of most third world countries where the heterogeneous groups have not lived together long enough to forge a strong national patriotism cliché enhances corruption. They believed that the solution to corruption on these societies lies in elimination of the vestiges of traditional social organization and the adoption of modern bureaucratic principles and ethics that encourages integrity, transparency and accountability of personnel.

This is the reason for Leys (1982:26) claim that Bureaucracy through slow in decision making is needed to translating public policies and programmes to the goodness of the society through public officers. He argues that without such a class, the evolution of a high sounding code of ethics will be meaningless. He strongly advocated administrative reforms as a way out of corruption. The phenomena of corruption have attracted the concern of social scientists in academic and private enterprise. In 1982, the National Association of Sociological and Anthropological society held a conference where issues relating to corruption were discussed.

Corruption in development, according to Adegboyega (1979), is receiving or offering of some benefit, reward or inducement to sway or deflect a person employed in the public service from the honest and impartial discharge of his duties in order words, as a bribe for corruption or its price”.

(Criminal code section 358). Some corrupt activities by bureaucrats were eclipsed by those of the politicians who were their bosses and who were held accountable for whatever performance showed up in different ministries and parastatals.

Adegobyega, (1979) believes that bureaucrats should share the blame for the chaos, mismanagement and the tragic collapse of the first Nigerian civil administration. As reflected in the speech delivered on January 15th 1966 the eve of the first military coup in Nigeria. Our enemies are the political profiteers, the swindlers the men in the high and low places that seek to keep the country divided permanently so that they can remain in office as ministers, and Very Important Personalities of waste, tribalists, nepotisms, those that make the country look big for nothing before the international circles, those that have corrupted our society and put the Nigerian political calendar back by their words and deeds”.

Falola (1993) in his study, development and government corruption materialism and political fragmentation in Nigeria looked at the definition of corruption as misapplication of public goods, bribery nepotism, and political favouritism. He analyzed corruption as one that is related to various constellations of attitudes.

Secondly it could be based on pressure on officials to alleviate poverty in other to make ends meet. In addition he talked about ethnicity as a dominance of ethnic loyalty in Nigeria politics. To him, corruption has both benefits and short comings; economically it given those who have money more power and make governmental decision making subject to their direction. On the political dimension, he asserted that corruption may facilitate the participation of the excluded and or organized elites in governmental decision-making process. He sees Nigeria’s corruption as a product of materialism and a political fragmentation, which will pass away with development.

He identifies three types of corruption in Nigeria this firstly, polite corruption, which is characterized by ‘traditional gift giving.’ He cited the case of tribute given to British administrative officers, who shaded unto corruption of public officials that “Big men” used to retain their status by balanced generosity.

Secondly, nepotism, which involves those who are unconnected by family or tribal loyalties to the officials or competing parties who all have the same degree of connections to him. The third type is the alienated corruption; according, to him it revolves round materials or acquisition. Achebe

Saw, (1983:34); the thoughts of material gains and the maximization of worldly enjoyment dominated the mind of the architects of the Nigerian federation, according to Goldthorpe (1975) specifically comes up for mention in this regard.

Haralambros (1980), sees corruption as essentially the product of man's greed for earthly grandeur, power and authority, Achebe sourced it in "Loneliness". According to Unah, (1991: 15); even if many have a tendency to be corrupt, it is not that corruption is in his blood, but because of the fertile ground for corrupt practices provided by decades of inept political leadership. Increase in government activities, which have made the government the largest employer of labour and award of contracts. Government has several projects to expand monies or increase the opportunities of public officers to enrich themselves corruptly. This is not to say that increase in governmental activities encourages official corruption but it provides abundant opportunities for public officers to be corrupt; that is, in a political culture where the seeds of corrupt practices have been sown with reckless abandon and allowed to blossom.

Unah, (1991); also observes that in an atmosphere of low education and low level of socialization, the clever and the greedy take undue advantage of the trust which many put into convention to enrich themselves corruptly these low levels are traceable to a very low level of consciousness among members of official corruption, as those who are accessible to the nation's treasury their own ends and purposes. Unusually high expectation and demands of society from persons occupying public offices is germane to official corruptions as friends, relatives, clubs and associations, in-law make unreasonable demands from office holders.

Lack of opportunities for citizens to pursue their enlightened and legitimate self-interests over the years and man's latent hostilities translates into deep air as family dreams and aspiration are thwarted. At the slightest opportunity, therefore, public officers direct huge sums of public funds into private accounts as an insurance against old age, retirement or dismissal from employment.

2.6 The Impact of Independent Corrupt Practice and Other Related Offence Commission (ICPC) on Corruption in Nigeria.

This is a formal signing into law of the corrupt practices and other related offences Act, 200 what year was signed into law by His Excellency President Olusegun Obasanjo. The establishment of this commission seeks to prohibit and prescribe punishment for corrupt practices and other offences, vesting it with the responsibility for investigation and prosecution of offenders. It

further seeks to provide that in case of the president, vice president, governor or deputy governor any allegation of corrupt practices or anything to contravene any of the provision of this Act made against him, the Chief Justice of the Federation may authorize an independent investigator to carry out investigation thereof and make available his report of findings to the national Assembly or the relevant state House of Assembly, as the case may be.

It also provides that any offence committed outside Nigeria by a Nigerian citizen would be punished as if it were committed in Nigeria. Provisions have also been made for the protection of persons who gives information to the commission in respect of any offence committed or likely to be committed by other person. According to the President, “it is worth noting that this Act makes it an offence to fail to report the offer of inducement in any form. Another aspect worth noting is that of the office of a special counsel”. (The corrupt practice and other related offences Act, 2000). This is a welcome dimension which was contributed by the National Assembly. The special counsel will be appointed by the chief justice, whose office and personality will not allow for frivolity, so there is no fear of abuse. Thus Act ought to substantially clean our society of the disease and evil of corruption. The society would be considerably sanitized by it. Also, it is the toughest anti-corruption law in the history of our nation. It thus incorporates the spirit of national rebirth.

2.6.1 Corruption and Politics

The Oxford Advanced Learned Dictionary defined corruption as dishonest or wicked behaviours. But the sort of corruption that occurred during the campaigns of just concluded, presidential, gubernatorial house of Assembly and senatorial election shows clearly that corruption is much more than that.

For the purpose of corruption being a factor against National development, corruption of politics is the dishonest and atrocious perversion of the process of ascending and occupying positions of political authority in order to serve selfish purposes”. Corruption of politics causes disruption of order and good governances. It also destroys in a social way all those involved it. For those who are mere instruments in the process it destroys their capacity to earn a living in an honest fashion.

According to Bamidele Aturu, (1993:14); legal practitioner a twice elected president of a students union and also an elected vice president of the irrepressible National Association of Nigeria

students (NANS) gave concrete examples in the hope that he can prick the conscience of the many of our people to act decisively to stem corruption of politics and. The role of press in National development is well documented and appreciated, as the watchdog of democracy, the press itself ought to be kept under close scrutiny.

2.7 Corruption, Policy Implementation and National Development Policies:

An Empirical Review

Adebayo (1986:19) states that the problem with Nigeria is corruption. According to him, on 26th, the Emir of Zaria motion in the Northern House of Chiefs moved “That this house, agreeing that bribery and corruption are widely prevalent in all walks of life, recommends that native authorities should make every effort to and punish offenders with strict impartiality and to educate public opinion against bribery and corruption.

Eleven years later, it was observed that “in Africa, corruption flourished as luxuriantly as the bush and the weeds which it so much resembles, taking the goodness from the soil and suffocating the growth of the plants which have been carefully and expensively bred and tended. The forces ranged against it are negligible”

The corruption which was observed about 34 years ago is a mere play compared to what is prevalent now. It had grown beyond imagination and to a degree which boggles the mind. Using Nigerian civilian rule 1979-1983 as a case study amassed millions of naira and a few others were known to have hit the billion mark.

Okoronkwo (1978) went further to list some acts of corruption and also categorized them. They are both small and great. Among the small ones, he listed the following; using official stationary-envelopes, papers etc for private use, using of government drugs, dressing and hospital equipment for private purpose, using government time for private work, misuse of government vehicles for private purposes, demanding sex from female applicants for jobs, demanding money from applicants for jobs, tampering with applications, misuse of overseas tours, election malpractices, etc.

Among the big ones, he listed the following; obtaining import licenses under false pretence, inflation of contracts and misuse of security fund

Amuchiazhi (1999), saw corruption among the bureaucrats as a cankerworm towards national development. Continuing, he said that bureaucrats aided and abetted election rigging, manipulation of census, falsification of reports and frustration or poor implementation of development plans. Amuchiazhi, (1999) further stated that the rate of corruption was so much that people received with a sign of relief and great joy the January. 1966, coup. However, Eghosa (1992), stated he said that Nigerian economy is distinguished by the lopsided dependence of the private sector on contracts which are usually over invoiced; contract negotiators on both sides share the excess contract value, part of which is put in private foreign bank accounts in the case of contracts requiring imports.

2.8 Policy Inconsistence and National Development

Contributing on National Development, Ogbuagu (1995), in his book Nigeria development policies and programmes stated that given the strategic and seeming dominating role of the Nigerian government in the distinct but interrelated phases of problem definition and agenda-setting, policy formation and implementation, the apparent failure between economic policies and programmes on the one hand, and the achievement of meaningful development on the other hand, is largely as a result of administrative inefficiencies. According to him, the factors of irrationality and inconsistency seem to be ever present and have proven intractable in the country's choice(s) and execution of economic policies, programmes and projects since 1960. Continuing, he said that many of Nigeria's economic development policy inconsistencies and administrative inefficiencies, quoting African guardian, clearly and aptly highlights this problematic matter this way;

It is beyond question that there has been a lot of ambivalence about our goals and objectives. According to Olusoga (1981) from the crisis-torn steel complex to the unwieldy river basin development projects, effective programming has never been our strong point.

2.9 Summary of related literature

Corruption was defined by different contributions. Essentially, corruption is seen as effort, to secure wealth or power through illegal means – private gain at public expense and also behavior which deviates from the formal duties of a public role. The causes and manifestation of corruption are presented, the economics and psychology of corruption are discussed.

The impact of the effect of corruption on politics developing nations, and policy implementation and National development in Nigerian are presented. The independent corrupt practice and other related offence commission (ICPC) on the corruption in Nigeria is highlighted.

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CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter deals with the description of procedure that was adopted in carrying out the study. It contains area of the study, sources of data, population of the study, sample size determination, description of the research instrument, method of data analysis, validity of the instrument and reliability of the instrument.

3.1. Area of the Study

The area of the study for this research is Lagos head office of Nigeria immigration service, Nigeria police force and the Nigeria customs. The study will cover the three managerial levels (top, middle and low) in the three public sector organizations.

3.2. Sources of Data

Data were collected from two major sources: primary and secondary sources

3.2.1 Primary Source

Primary source of data are the original information which have not been used in any previous study. Primary data was obtained through observation, questionnaire and interview.

3.2.2 Secondary Source

The secondary source of data collection were from texts books, journals, newspaper, publication and the internet.

3.3 Population of the Study

The target population of the study consists of top level management staff, middle level management staff and low level management staff of Nigeria immigration service, Nigeria police

force and the Nigeria customs in Lagos State. According to the information obtained from the selected public sector organizations we have;

Organizations	Frequency
Immigration	19,866
Police	330,000
Customs	20,000
Total	369,866

3.4. Research Sample Size Determination

The sample size was determined from the population unit using Taro Yamane's statistical distribution.

Given as $n = \frac{N}{1 + N(e)^2}$

Where n = desired sample size

N = population size

e = maximum acceptable margin of error 5% (0.05)

I = a theoretical constant

$$\begin{aligned}
 n &= \frac{369,866}{1 + (369,866)(0.05)^2} \\
 &= \frac{369,866}{925.665} \\
 &= 400
 \end{aligned}$$

Sample size for Immigration = population of staff in Immigration X Sample size No

$$\begin{aligned}
 &\frac{\text{Total population}}{369,866} \\
 &= \frac{19,866}{369,866} \times \frac{400}{1} \\
 &= 21
 \end{aligned}$$

Sample size for Police = population of staff in Police X Sample size No

$$\frac{\text{Total population}}{369,866}$$

$$= \frac{330,000}{369,866} \times \frac{400}{1}$$

$$= 357$$

$$\text{Sample size for Customs} = \frac{\text{population of staff in Customs} \times \text{Sample size No}}{\text{Total population}}$$

$$= \frac{20,000}{369,866} \times \frac{400}{1}$$

$$= 22$$

Table Representation of Sample Size of Organizations under Study

Organizations	Frequency
Immigration	21
Police	357
Customs	22
Total	400

3.5. Description of Data Presentation and Analysis Tools

The main instrument used for data collection was Questionnaire

Questionnaire

A questionnaire instruments a formalized schedule for collecting data from respondents. The questionnaire was designed using the Likert scale formal. 400 copies of the questionnaire were produced which consists of 6 bio-data and 15 question, reflecting issues that will help in attaining the research objectives. The questionnaire was designed in Likert scale format and the questions were aligned to the objectives.

3.6 Method of Data Analyses

The data generated from the study were presented in frequency table and percentages. However, the hypotheses were tested through chi-square (X^2) statistical test method

The formula for Chi-Square is;

$$X^2 = \sum \frac{(O-E)^2}{E}$$

X² = Chi-square

O = Observed frequency

E = Expected frequency

Level of significance used = 5% i.e 0.05

The degree of freedom is given by (k-1)

Decision Rule

To reject H₀ (Null Hypothesis) If calculated X₂ is greater than or equal to critical value of X² otherwise accept it. If H₀ is rejected. H₁ will be accepted.

3.7 Validity of the Instrument

To make sure that the research instrument applied in this study is valid, the researcher ensures that the instrument measures the concepts it supposed to measure. A proper structuring of the questionnaire and conduct of a pre-test on every question contained in the questionnaire was carried out to ensure that they are valid. Also design of the questionnaire was made easy for respondents to tick their preferred choice from the opinions provided as it has been established that the longer the length of the questionnaire, the lower the response rate.

3.8 Reliability of the Instrument

Reliability is the state or quality of being depended upon. A test re-test method was carried out to achieve reliability. Some copies of the questionnaire were distributed on a second occasion and it was observed that the degree of correlations and consistency was quite high, signifying high degree of occurrence. This shows that the questionnaire is reliable

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter dealt with the presentation of data collected from the field research. The objective of the research is to investigate hidden facts so as to make inferences from the data gathered for the purpose of this study.

The study distributed (425) four hundred and twenty five questionnaire to staff members of Nigeria immigration service, Nigeria police force and Nigeria customs in Lagos State, (25) twenty five of the questionnaire were not returned, while (400) four hundred questionnaire were answered and returned.

4.1 Presentation of Data

Table 4.1 Analysis of Questionnaire Distributed and Returned

Organizations	No Given	Percentage % Given	No Received	% Received	No not Received	% not received
Nigeria immigration service	33	7.76	21	4.94	12	2.82
Nigeria police force	365	85.88	357	84.00	8	1.88
Nigeria customs	27	6.35	22	5.18	5	1.18
Total	425	100.00	400	94.12	25	5.89

Source: Field Work 2012

As shown in the table 4.1, 33 (7.76%), 365 (85.88%) and 27 (6.35%) were the questionnaires distributed to staff members of Nigeria immigration service, Nigeria police force and Nigeria customs respectively. However, 21 (4.94%), 357 (84.00%) and 22 (5.18%) were staff members from Nigeria immigration service, Nigeria police force and Nigeria customs respectively that returned their questionnaire, while 12 (2.82%), 8 (1.88%) and 5 (1.18%) were staff members of

Nigeria immigration service, Nigeria police force and Nigeria customs respectively whose questionnaire were not returned.

Table 4.2 Gender of the Respondents

Sex Range	Nigeria Immigration Service	Nigeria Police Force	Nigeria Customs In Lagos State	Total Response	Per (%)
Male	12	197	14	223	55.75
Female	9	160	8	177	44.25
Total	21	357	22	400	100

Source: Field Work 2012

From the analysis of table 4.2, it was obvious that more of the respondents were male 223 (55.75%), while female were 177 (44.25%) respectively.

Table 4.3 Age Range of Respondents:

Age Range	Nigeria Immigration Service	Nigeria Police Force	Nigeria Customs In Lagos State	Total Response	Per (%)
18-22 yrs.	3	45	2	50	12.50
23-27 yrs	7	119	6	132	33.00
28-32 yrs	5	90	8	103	25.75
33yrs and above	6	103	6	115	28.75
Total	21	357	22	400	100

Source: Field Work 2012

Table 4.3 shows that 132 (33.00%) and 115 (28.75%) respondents have their age range as “23-27yrs and 33yrs and above” respectively. However, 103 (25.75%) and 50 (12.50%) respondents are of age range 28-32yrs and 18-22yrs” respectively.

Table 4.4 Marital Status of Respondents:

Marital Status	Nigeria Immigration Service	%	Nigeria Police Force	%	Nigeria Customs In Lagos State	%	Total Response No.	Total (%) of response
Single	5	1.25	120	30.00	6	1.50	131	32.75
Married	10	2.50	180	45.00	11	2.75	214	53.50
Divorce	-	-	16	4.00	1	0.25	17	4.25
Separated	3	0.75	24	6.00	2	0.50	29	7.25
Widow/ Widower	3	0.75	17	4.25	2	0.50	22	5.50
Total	21	5.25	357	89.25	22	5.50	400	100

Source: Field Work 2012

From the analysis in table 4.4, 5 (1.25%), 120 (30.00%) and 6 (1.50%) respondents were single male and female from Nigeria immigration service, Nigeria police force and Nigeria customs respectively. However, 10 (2.50%), 180 (45.00%) and 11 (2.75%) respondents were married male and female from Nigeria immigration service, Nigeria police force and Nigeria customs respectively. Other respondents 3 (0.75%), 3 (0.75%), 16 (4.00%), 24 (6.00%), 17 (4.25%), 1 (0.25%), 2 (0.50%), 2 (0.50%), and 1 (0.25%) are Divorce, Separated and Widow/ Widower from Nigeria immigration service, Nigeria police force and Nigeria customs respectively.

Table 4.5 Academic Qualifications Of Respondents:

Academic Qualifications	Nigeria Immigrati on Service	Nigeria Police Force	Nigeria Customs In Lagos State	Total Response	Per (%)
WASC/GCE	2	42	1	45	11.25
OND/NCE	7	121	6	134	33.50
HND/B.SC	6	114	8	128	32.00
MA/MBA/MSC/PHD	5	79	5	89	22.25
OTHERS	1	1	2	4	1.00
Total	21	357	22	400	100

Source: Field Work 2012

According to the table 4.5, 134 (33.50%) and 128 (32.00%) respondents hold OND/NCE and BSC/HND respectively. However, 89 (22.25%), 45 (11.25%) and 4 (1.00%) respondents hold WASC/GCE and others academic qualifications than those listed above.

4.2. Analysis of Data

Table 4.6: Showing That Poor Reward System and Greed are the Causes of Corruption in the Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	136	34.00
Agree	125	31.25
Undecided	21	5.25
Strongly Disagree	61	15.25
Disagree	57	14.25
TOTAL	400	100

Source: Field Data 2012

Analysis of the table 4.6, shows that 136 (34.00%) and 125 (31.25%) of the respondents Strongly Agree and Agree respectively that poor reward system and greed are the causes of corruption in

the public sector organizations. However, 61 (15.25%), 57 (14.25%) and 21 (5.25%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.7: Showing That Poor Leadership That Embraces the Culture of Aiding and Abetting is the Cause of Corruption in the Public Sector Organizations.

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	119	29.75
Agree	115	28.75
Undecided	30	7.50
Strongly Disagree	69	17.25
Disagree	68	17.00
TOTAL	400	100

Source: Field Data 2012

Analysis of the table 4.7, shows that 119 (29.75%) and 115 (28.75%) of the respondents Agree and Strongly Agree respectively that Poor leadership that embraces the culture of aiding and abetting is the cause of corruption in the public sector organizations. However, 69 (17.25%), 68 (17.00%) and 30 (7.50%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.8: Showing That Culture and Value System That Places Emphasis on Materialism Rather Than Adherence to Ethics and Code of Conducts are Causes of Corruption in Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	145	36.25
Agree	139	34.75
Undecided	-	-
Strongly Disagree	61	15.25
Disagree	55	13.75
TOTAL	400	100

Source: Field Data 2012

Table 4.8 shows that 145 (36.25%) and 139 (34.75%) of the respondents Agree and Strongly Agree respectively that culture and value system that places emphasis on materialism rather than adherence to ethics and code of conducts are causes of corruption in public sector organizations. However, 61 (15.25%) and 55 (13.75%) of the respondents' answers were Strongly Disagree and Disagree respectively.

Table 4.9: Showing That Job Insecurity That Makes Civil Servants Become Short Sighted and Myopic in their Career Prospects is the Cause of Corruption in Public Sector Organizations.

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	123	30.75
Agree	119	29.75
Undecided	41	10.25
Strongly Disagree	68	17.00
Disagree	49	12.25
TOTAL	400	100

Source: Field Data 2012

According to the table 4.9 123 (30.75%) and 119 (29.75%) of the respondents Agree and Strongly Agree respectively that Job insecurity that makes civil servants become short sighted and myopic in their career prospects is the cause of corruption in public sector organizations. However, 68 (17.00%), 49 (12.25%) and 41 (10.25%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.10: Showing That Inadequate Mechanism for Exposing and Punishing Offenders Causes Corruption in Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	153	38.25
Agree	150	37.50
Undecided	-	-
Strongly Disagree	50	12.50
Disagree	47	11.75
TOTAL	400	100

Source: Field Data 2012

Analysis of the table 4.10, shows that 153 (38.25%) and 150 (37.50%) of the respondents Agree and Strongly Agree respectively that inadequate mechanism for exposing and punishing offenders causes corruption in public sector organizations. However, 50 (12.50%), and 47 (11.75%) of the respondents' answers were Strongly Disagree and Disagree respectively.

Table 4.11: Showing That Bureaucratic Corruption That Results from One Obtaining a Business (Type of Corruption Prevalent) in Public Sector Organizations

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	139	34.75
Agree	127	31.75
Undecided	34	8.50
Strongly Disagree	53	13.25
Disagree	47	11.75
TOTAL	400	100

Source: Field Data 2012

Table 4.11, shows that 139 (34.75%) and 127 (31.75%) of the respondents Strongly Agree and Agree respectively that bureaucratic corruption that results from one obtaining a business(type of corruption prevalent) in public sector organizations. However, 53 (13.25%), 47 (11.75%) and 34 (8.50%), of the respondents' answered Strongly Disagree, Disagree and Undecided respectively.

Table 4.12: Showing That Bribery That Involves Payments (In Money or Kind) Taken or Given in a Corrupt Relationship is a Type of Corruption Prevalent in Public Sector Organizations..

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	117	29.25
Agree	114	28.50
Undecided	11	2.75
Strongly Disagree	80	20.00
Disagree	78	19.50
TOTAL	400	100

Source: Field Data 2012

According to table 4.12, 117 (29.25%) and 114 (28.50%) of the respondents Strongly Agree and Agree respectively that bribery that involves payments (in money or kind) taken or given in a corrupt relationship is a type of corruption prevalent in public sector organizations. However, 80

(20.00%) 78 (19.50%) and 11 (2.75%) of the respondents' answers were Strongly Disagree and Disagree respectively to the fact that bribery that involves payments (in money or kind) taken or given in a corrupt relationship is a type of corruption prevalent in public sector organizations.

Table 4.13: Showing That Embezzlement Concerned with Theft Of Public Resources by Public Officials is a Type of Corruption Prevalent in Public Sector Organizations.

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	155	38.75
Agree	146	36.50
Undecided	-	-
Strongly Disagree	59	14.75
Disagree	40	10.00
TOTAL	400	100

Source: Field Data 2012

According to table 4.13, 155 (38.75%) and 146 (36.50%) of the respondents Strongly Agree and Agree respectively that embezzlement concerned with theft of public resources by public officials is a type of corruption prevalent in public sector organizations. However, 59 (14.75%) and 40 (10.00%) of the respondents' answers were Strongly Disagree and Disagree respectively.

Table 4.14: Showing That Extortion of Money and Other Resources By Use of Threats By Public Office Holders is a Type Of Corruption Prevalent in Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	134	33.50
Agree	128	32.00
Undecided	27	6.75
Strongly Disagree	57	14.25
Disagree	54	13.50
TOTAL	400	100

Source: Field Data 2012

From table 4.14, it could be gathered that 134 (33.50%) and 128 (32.00%) of the respondents Strongly Agree and Agree respectively that extortion of money and other resources by use of threats by public office holders is a type of corruption prevalent in public sector organizations. However, 57 (14.25%), 54 (13.50%) 27 (6.75%), and of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.15: Showing That Favouritism as a Mechanism of Power Abuse and Biased Service Delivery (is a Type of Corruption Prevalent) in Public Sector Organizations

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	121	30.25
Agree	119	29.75
Undecided	18	4.50
Strongly Disagree	72	18.00
Disagree	70	17.50
TOTAL	400	100

Source: Field Data 2012

From the table 4.15, it could be understood that majority of the respondents 121 (30.25%) and 119 (29.75%) Strongly Agree and Agree respectively that favouritism as a mechanism of power abuse and biased service delivery (is a type of corruption prevalent) in public sector organizations. However, 72 (18.00%), 70 (17.50%), and 18 (4.50%) of the respondents' answers were Strongly Disagree, Disagree and Undecided on the fact that favouritism as a mechanism of power abuse and biased service delivery (is a type of corruption prevalent) in public sector organizations.

Table 4.16: Showing That ICPC Persuades, Informs and Educates The Public Sector Organizations on Effective Managing of Corruption for Quality Services

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	101	25.25
Agree	99	24.75
Undecided	34	8.50
Strongly Disagree	86	21.50
Disagree	80	20.00
TOTAL	400	100

Source: Field Data 2012

Analysis of the table 4.16, shows that 101 (25.25%) and 99 (24.75%) of the respondents Strongly Agree and Agree respectively that ICPC persuades, informs and educates the public sector organizations on effective managing of corruption for quality services. However, 86 (21.50%), 80 (20.00%) and 34 (8.50%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.17: Showing That Independent Corrupt Practice Commission (ICPC) Prevents Gratification and Abuse of Office in Public Sector Organizations in Nigeria.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	130	32.50
Agree	126	31.50
Undecided	9	2.25
Strongly Disagree	75	18.75
Disagree	60	15.00
TOTAL	400	100

Source: Field Data 2012

According to table 4.17, 130 (32.50%) and 126 (31.50%) of the respondents Strongly Agree and Agree respectively that independent corrupt practice commission (ICPC) prevents gratification and abuse of office in public sector organizations in Nigeria. However, 75 (18.75%), 60 (15.00%) and 9 (2.25%) of the respondents' answers were Strongly Disagree, Disagree and Undecided to the fact that independent corrupt practice commission (ICPC) prevents gratification and abuse of office in public sector organizations in Nigeria.

Table 4.18: Showing That ICPC Investigates Crimes Relating to Corrupt Practice Including Fraudulent Encashment of Negotiable Instrument, Contract Scan and Illegal Charge Transfers in Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	144	36.00
Agree	137	34.25
Undecided	-	-
Strongly Disagree	60	15.00
Disagree	59	14.75
TOTAL	400	100

Source: Field Data 2012

Analysis of the table 4.18, shows that 144 (36.00%) and 137 (34.25%) of the respondents Strongly Agree and Agree respectively that ICPC investigates crimes relating to corrupt practice including fraudulent encashment of negotiable instrument, contract scan and illegal charge transfers in public sector organizations. Similarly, 60 (15.00%) and 59 (14.75%) of the respondents' answers were Strongly Disagree and Disagree to the fact that ICPC investigates crimes relating to corrupt practice including fraudulent encashment of negotiable instrument, contract scan and illegal charge transfers in public sector organizations.

TABLE 4.19: Showing That ICPC Maintains Data, Records And Reports on Persons, Organizations, Proceeds, Property or Asset Involving Corrupt Practices in Public Sector Organizations in Nigeria

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	117	29.25
Agree	114	28.50
Undecided	36	9.00
Strongly Disagree	71	17.75
Disagree	62	15.50
TOTAL	400	100

Source: Field Data 2012

According to the table 4.19 , majority of the respondents 117 (29.25%) and 114 (28.50%) of the respondents Strongly Agree and Agree respectively that ICPC maintains data, records and reports on persons, organizations, proceeds, property or asset involving corrupt practices in public sector organizations in Nigeria. However, 71 (17.75%), 62 (15.50%) and 36 (9.00%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.20: Showing That ICPC Determines the Extent of Material/Financial Lost by Government and Public Sector Organizations in Nigeria.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	128	32.00
Agree	118	29.50
Undecided	17	4.52
Strongly Disagree	77	19.25
Disagree	65	16.25
TOTAL	400	100

Source: Field Data 2012

Table 4.20, shows that 128 (32.00%) and 118 (29.50%) of the respondents Strongly Agree and Agree respectively that ICPC determines the extent of material/financial lost by government and public sector organizations in Nigeria. Similarly, 77 (19.25%), 65 (16.25%) and 17 (4.52%) of the respondents' answers were Strongly Disagree, Disagree and Undecided respectively.

Table 4.20(b) Showing that corruption has significant Negative impact on productivity and service delivery in public sector Organizations.

Questionnaire	No of Respondent	Total No of Respodent(%)
Strongly Agree	140	35
Agree	134	33.5
Undecided	38	9.5
Strongly disagree	45	11.25
Disagree	43	10.75
Total	400	100

Source: Survey, 2012

Analysis of table 4.20(b) shows that 140(35%) and 134(33.5%) of the respondent strongly agree and agree respectively that corruption has significant negative impact on productivity and services delivery in public sector organizations. However, 38(9.5%), 45 (11.25%) and 43 (10.75%) indicated undecided, strongly disagree and disagree respectively.

4.3 Testing of the Hypotheses

Hypothesis testing is the use of statistics to determine the probability that a given hypothesis is true. It is a method of making decisions using data collated.

Ho: Poor reward system and poor leadership are not causes of corruption in public sector organizations.

Hi: Poor reward system and poor leadership are the causes of corruption in public sector organizations.

Table 4.21 Contingency Table Showing That Poor Reward System And Poor Leadership are the Causes of Corruption in Public Sector Organizations.

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	136	34.00
Agree	125	31.25
Undecided	21	5.25
Strongly Disagree	61	15.25
Disagree	57	14.25
TOTAL	400	100

From table above

Fe = Total Frequency

No of rows in the table

$$Fe = \frac{400}{5} = 80.00$$

Level of significance = 0.05 (5%)

Degree of freedom (DF) = (R-1) (C-1)

$$= (5-1) (2-1)$$

$$= (4) (1)$$

$$= 4$$

At level of significance (95% confidence level), the critical value of $X^2(0.05,4) = 9.488$ (from the table)

Table 4.22 Data From Table 4.21: Calculation of Chi square (x^2) for hypothesis I

OPTIONS	Observed Frequency (Fo)	Expected frequency (Fe)	Fo- Fe	(Fo – Fe) ²	<u>(F0-fe)²</u> Fe
Strongly Agree	136	80.00	56.00	3136.00	39.20
Agree	125	80.00	45.00	2025.00	25.31
Undecided	21	80.00	-59.00	3481.00	43.51
Strongly Disagree	61	80.00	-19.00	361.00	4.51
Disagree	57	80.00	-23.00	529.00	6.61
Total	400				119.14

From the table above

X^2 calculated = **119.14**

Decision: Since the calculated value of x^2 (**119.14**) is greater than the critical value (**9.488**); we reject null hypothesis (H_0) and accept the alternative hypothesis (H_1) which states that Poor Reward System And Poor Leadership are the Causes of Corruption in Public Sector Organizations.

Hypothesis 1I

H₀: Embezzlement, bribery and favoritism are not prevalent types of corruption in public sector organizations.

H₁: Embezzlement, bribery and favoritism are prevalent types of corruption in public sector organizations.

Table 4.23 Contingency Table Showing That Embezzlement, Bribery And Favoritism Are Prevalent Types Of Corruption In Public Sector Organizations

Responses	No of Respondents	Total No of Respondent %
Strongly Agree	155	38.75
Agree	146	36.50
Undecided	-	-
Strongly Disagree	59	14.75
Disagree	40	10.00
TOTAL	400	100

From table above

$$Fe = \frac{\text{Total Frequency}}{\text{No of rows in the table}}$$

$$Fe = \frac{400}{5} = 80.00$$

Level of significance = 0.05 (5%)

$$\begin{aligned} \text{Degree of freedom (DF)} &= (R-1) (C-1) \\ &= (5-1) (2-1) \\ &= (4) (1) \\ &= 4 \end{aligned}$$

At level of significance (95% confidence level), the critical value of $X^2 (0.05,4) = 9.488$ (from the table)

Table 4.24 Data from Table 4.23: Calculation of Chi square (χ^2) for hypothesis II

OPTIONS	Observed Frequency (Fo)	Expected frequency (Fe)	Fo- Fe	(Fo – Fe) ²	<u>(F0-fe)²</u> Fe
Strongly Agree	155	80.00	75.00	5625.00	70.31
Agree	146	80.00	66.00	4356.00	54.45
Undecided	-	80.00	-80.00	6400.00	80.00
Strongly Disagree	59	80.00	-21.00	441.00	5.51
Disagree	40	80.00	-40.00	1600.00	20.00
Total	400				230.27

From the table above

X² calculated = **230.27**

Decision: Since the calculated value of χ^2 (**230.27**) is greater than the critical value (**9.488**); we reject null hypothesis (H₀) and accept the alternative hypothesis (H₁) which states that embezzlement, bribery and favoritism are prevalent types of corruption in public sector organizations.

Hypothesis III

H₀: Independent corrupt practice commissions (ICPC) do not prevent gratification and abuse of office in public sector organizations in Nigeria.

H₁: Independent corrupt practice commission (ICPC) prevents gratification and abuse of office in public sector organizations in Nigeria.

Table 4.25 Contingency Table Showing That Independent Corrupt Practice Commission (ICPC) Prevents Gratification And Abuse Of Office In Public Sector Organizations In Nigeria

Questionnaire	No of Respondents	Total No of Respondent %
Strongly Agree	101	25.25
Agree	99	24.75
Undecided	34	8.50
Strongly Disagree	86	21.50
Disagree	80	20.00
TOTAL	400	100

From table above

$$Fe = \frac{\text{Total Frequency}}{\text{No of rows in the table}}$$

$$Fe = \frac{400}{5} = 80.00$$

Level of significance = 0.05 (5%)

$$\begin{aligned} \text{Degree of freedom (DF)} &= (R-1) (C-1) \\ &= (5-1) (2-1) \\ &= (4) (1) \\ &= 4 \end{aligned}$$

At level of significance (95% confidence level), the critical value of $X^2 (0.05,4) = 9.488$ (from the table)

Table 4.26 Data from Table 4.25: Calculation of Chi square (χ^2) for hypothesis III

OPTIONS	Observed Frequency (Fo)	Expected frequency (Fe)	Fo- Fe	(Fo – Fe) ²	$\frac{(F0-fe)^2}{Fe}$
Strongly Agree	101	80.00	21.00	441.00	5.51
Agree	99	80.00	19.00	361.00	4.51
Undecided	34	80.00	-46.00	2116.00	26.45
Strongly Disagree	86	80.00	6.00	36.00	0.45
Disagree	80	80.00	0.00	0.00	0.00
Total	400				36.92

From the table above

$\chi^2_{\text{calculated}} = 36.92$

Decision: Since the calculated value of χ^2 (**36.92**) is greater than the critical value (**9.488**); we reject null hypothesis (H_0) and accept the alternative hypothesis (H_1) which states that independent corrupt practice commission (icpc) prevents gratification and abuse of office in public sector organizations in Nigeria.

Table 4.27 Data from Table 4.20(b)
Calculation of Chi square χ^2 for hypothesis iv

Options	Observed frequency (fo)	Expected frequency (fe)	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² / Fe
Strongly Agree	140	80	60	3600	45
Agree	134	80	50	2500	31.25
Undecided	38	80	-42	1746	22.05
Strongly Disagree	45	80	-35	1225	15.3
Disagree	43	80	-37	1369	17.11
Total	400				130.71

From the table above, χ^2 calculated = 130.71

Decision; Since the calculated value of $\chi^2 = (130.71)$ is greater than the critical value (9.488); we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) which state that corruption has significant negative impact on productivity and services delivery in public sector organizations

4.4: Discussion of Findings

Poor reward system and poor leadership were the causes of corruption in public sector organizations. In other words, inability of public sector organizations in managing their reward system and instituting effective leadership are factors against transparent and accountable organizations, hence causes of corruption ($X^2_c = 119.14 > X^2_t = 9.488, \alpha = .05$).

Embezzlement, bribery and favoritism were prevalent types of corruption in public sector organizations. In other words, among other types of corrupt practice in public sector organizations embezzlement, bribery and favoritism are prevalent ($X^2_c = 230.27 > X^2_t = 9.488 \alpha = .05$).

Independent corrupt practice commission (ICPC) prevented gratification and abuse of office in public sector organizations in Nigeria. In other words, ICPC has been discovered to be strategic institution in the course of fighting corruption in the public sector organizations ($X^2_c = 36.92 > X^2_t = 9.488 \alpha = .05$).

Corruption has significant negative impact on productivity and service delivery in public sector organizations ($X^2_c = 130.71 > X^2_t = 9.488 \alpha = .05$).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

This study which is focused on managing the impact of corruption on quality service delivery in Nigerian public sector organizations gathered and analyzed relevant data. Summary of findings through test of hypotheses are;

1. Poor reward system and poor leadership were the causes of corruption in public sector organizations. In other words, inability of public sector organizations in managing their reward system and instituting effective leadership are factors against transparent and accountable organizations, hence causes of corruption ($X^2_c = 119.14 > X^2_t = 9.488, \alpha = .05$).
2. Embezzlement, bribery and favoritism were prevalent types of corruption in public sector organizations. In other words, among other types of corrupt practice in public sector organizations embezzlement, bribery and favoritism are prevalent ($X^2_c = 230.27 > X^2_t = 9.488 \alpha = .05$).
3. Independent corrupt practice commission (ICPC) prevented gratification and abuse of office in public sector organizations in Nigeria. In other words, ICPC has been discovered to be strategic institution in the course of fighting corruption in the public sector organizations ($X^2_c = 36.92 > X^2_t = 9.488 \alpha = .05$).
4. Corruption has significant negative impact on productivity and service delivery in public sector organizations ($X^2_c = 130.71 > X^2_t = 9.488 \alpha = .05$).

5.2 Conclusion

Based on the summary of findings, the following conclusions were drawn;

Corruption is a practice that is capable of pushing back development and growth of any given public sector organization. That people's perception of managing corruption on quality service delivery in Nigerian public sector organizations has continually been biased for sake of irregularities in policy implementation. Until corrupt practices are effectively curbed through transparent and accountable workforce in Nigerian public sector organizations, quality service delivery will remain a mirage. This is become when corruption is not adequately controlled, services will be poorly rendered at the expense of the objective s in efficiency.

5.3. Recommendations

The following recommendations were drawn from the study;

1. The poor reward system and poor leadership which has been the causes of corruption in public sector organizations should be adequately scrutinized through policy frameworks that could restructure incentive scheme and leadership qualities for corrupt free public sector organizations.
2. Embezzlement, bribery and favoritism that have been prevalent types of corruption in public sector organizations should be reversed through relevant laws and punishment for public officers found guilty on such offences in public sectors organizations.
3. Independent corrupt practice commission (ICPC) as government agency charged with prevention of gratification and abuse of office in public sector organizations in Nigeria should be regularly given desired training and development that will make them competent as well as compete with global best practice/standards.

5.4: Contribution to knowledge

Corruption has become a menace to many organization both public and private in Nigeria. It has eaten deep to the fabric of the society. It has impacted negatively to productivity and service

delivery in the public sector. To reverse the trend the carrot and stick motivational approach should be used in the public sector . Erring officials should be sanctioned immediately depending on the degree of offence stipulated in the code of ethics and conduct. Upright and diligent officials should be promptly positively rewarded to the knowledge of the entire citizenry

5.5 Area for Further Study

It is the opinion of the researcher that further studies should focus on how corruption can be eliminated from the nations body polity.

Studies can also focus on the reward methods for productivity in public sector organizations and uprightness by public officials.

Studies can also focus on the effective different measures for erring of Corrupt public official in Nigeria.

APPENDIX 1

Department of Management,
Faculty of Business Administration,
University of Nigeria,
Enugu - Campus.

Dear Respondent,

The researcher is a postgraduate student of University of Nigeria, Enugu Campus. He is currently undertaking a research on “managing the impact of corruption on quality service delivery in the Nigerian public sector organizations, in partial fulfillment of the requirement for MBA in Management.

I will highly appreciate your response to the attached questions which will be strictly for academic pursuit.

Thanks for your kind co-operation.

.....

ONYEKA UKHURE

QUESTIONNAIRE

SECTION A - BIO-DATA

Instruction: Please respond to each questions by using the data provided.

1. Respondents organizations

Nigeria immigration service () Nigeria police force () Nigeria customs in Lagos State ()

2. Gender of the Respondents: Male () Female ()

3. Age range of respondents:

18-22 yrs. (), 23-27 yrs. (), 28-32 yrs () 33yrs and above ()

4. Marital status of respondents: Single () Married () Divorce ()
Separated () Widow /Widower ()

5. Academic Qualifications of Respondents

WASC/GCE () OND/ NCE () BSC/ HND ()

MA/MBA/MSC/PHD ()

SECTION B

Please indicate by marking “X” in the appropriate box whether, SA = Strongly Agree, A = Agree, D = Disagree and SD = Strongly Disagree

No	QUESTION	A	SA	D	SD
	OBJECTIVE 1 To identify the causes of corruption in the public sector organizations.				
1	Poor reward system and greed.				
2	Poor leadership that embraces the culture of aiding and abetting.				
3	Culture and value system that places emphasis on materialism rather than adherence to ethics and code of conducts.				
4	Job insecurity that makes civil servants become short sighted and myopic in their career prospects.				
5	Inadequate mechanism for exposing and punishing offenders causes corruption.				
	OBJECTIVE 2 To identify the types of corruption prevalent in public sector organizations.				
1	Bureaucratic corruption that results from one obtaining a business in public sector organizations.				

2	Bribery that involves payments (in money or kind taken or given in a corrupt relationship.				
3	Embezzlement concerned with theft of public resources by public officials.				
4	Extortion of money and other resources by use of threats by public office holders				
5	Favouritism as a mechanism of power abuse and biased service delivery in public sector organizations.				
	OBJECTIVE 3 To determine the role of independence corrupt practice commission (ICPC) on corruption.				
1	ICPC persuades, informs and educates the public sector organizations on effective managing of corruption for quality services.				
2	ICPC is a social change agent eradicating and managing corruption for quality services in public sector organizations.				
3	ICPC investigates crimes relating to corrupt practice including fraudulent encashment of negotiable instrument, contract scan and illegal charge transfers in public sector organizations.				
4	ICPC maintains data, records and reports on persons, organizations, proceeds, property or asset involving corrupt practices in public sector organizations in Nigeria				
5	ICPC determines the extent of material/financial lost by government and public sector organizations in Nigeria.				

	OBJECTIVE 4 To highlight the type of outsourcing that is most frequently used in Nigeria banking industry. To determine the impact of corruption on productivity and services delivery in the public sector organizations				
1	Human resource outsourcing is not most frequently used in the Nigeria Banking industry. Bureaucratic corruption that results from one obtaining a business in public sector organizations.				
2	Human resource outsourcing is most frequently used in the Nigeria Banking industry. Embezzlement concerned with theft of public resources by the officials.				
3	Outsourcing information and communication technology is mostly used in the Nigeria Banking industry in rendering quality services to customer. Favouritism as a mechanism of power abuse and biased services delivery in public sector organizations.				
4	Outsourcing organizational security especially human, material and data. Corruption has significant negative impact on productivity and services delivery in public sector				

	organizations.				
5	Outsourcing organizational asset management that expands capital base/structure and improves efficiency.				

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